

Jack C. Montgomery

Veterans Affairs Medical Center



MUSKOGEE

EXCELLENCE Starts HERE

2010 Annual Report



2010 Annual Report

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Excellence Starts Here

With Three Guiding Principles



Brian A. Hawkins, MHA, was appointed Medical Center Director on February 14, 2010. As Chief Executive Officer, he provides leadership and strategic guidance to this primary and secondary care center that employs over 1,000 people. He previously served as the Associate Director and Chief Operating Officer of the VA Maryland Healthcare System since 2006. He also served as the Associate Director and Site Manager for the Perry Point VA Medical Center in Maryland. Other positions within VHA include Business Office Director at the VA Tennessee Valley Healthcare System, Associate Chief Financial Officer at the Atlanta VA Medical Center, and Senior Budget Analyst at the West Side (Jesse Brown) VA Medical Center in Chicago, IL. Mr. Hawkins began his career as a Clerk/Typist at the Hines VA Medical Center in Hines, IL.

He holds a Bachelor of Liberal Arts and Sciences from Southern Illinois University and a Masters of Health Administration from Governors State University. He is a graduate of VA's Healthcare Leadership Institute, Leadership VA, and the Federal Executive Institute. He is also a member of the American College of Healthcare Executives and the American Pilot and Aircraft Owners Association.

I want to start out by saying how happy I am to be the director of the Jack C. Montgomery VA Medical Center (JCMVAMC) in Muskogee. Moving my family from Baltimore to Oklahoma was a big change for us, but one I was ready for when I was selected for the job in January. I knew Muskogee was the place for me when I interviewed for the position in 2009. I saw a sense of purpose in the employees, a true compassion for the work they do, and a commitment to serve Veterans. That said it all for me.

Since I arrived in February 2010, we have made great strides to improve the quality of healthcare in Fiscal Year (FY) 2010. We have also made significant changes in our appearance and way of doing business. We added a motto to our name to show these changes - Excellence Starts Here – and we are proving that in several areas.

As you will see in this document, we use three guiding principles to plan, develop and implement projects for the medical center and its outpatient clinics. They are Veteran Centric, Results Driven, and Forward Thinking. These are the same guiding principles set by the Secretary of Veterans Affairs.

Under Veteran Centric, you will see how we continue to put Veterans first by opening a new outpatient clinic in Vinita, relocating the Eye Clinic from the third floor to the first, remodeling the Emergency Department and much more.

For Results Driven, the medical center met 97 percent of all critical performance measures in FY 2010, which was an increase from 78 percent in FY 2009. We also achieved 90 percent of the non-critical measures, which puts us in the top 10 of all VA medical centers.

In Forward Thinking, we implemented an awareness campaign to showcase the facility and its clinics by advertising to the community, adding new light pole banners in front of the hospital to present a welcoming image, and working with the community to increase their awareness of Veterans' needs as we did with our Pastoral Care training.

FY 2010 was a great year for JCMVAMC and I am looking forward to an even better year in 2011. Thank you for your support.


BRIAN A. HAWKINS, MHA
Medical Center Director

Executive Leadership

Implementing the principles of excellence



Karen Gribbin, M.D., was appointed Chief of Staff on March 16, 2008. Dr. Gribbin is responsible for Veterans' healthcare and services provided by this medical center. She received her medical degree from the Medical College of Ohio and completed her residency in Internal Medicine at the University of Oklahoma College of Medicine in Tulsa. Prior to her medical degree, she earned a bachelor's degree in Medical Microbiology from Stanford University.

Dr. Gribbin is a member of the American College of Physicians and serves as an assistant professor for the Department of Internal Medicine at the University of Oklahoma College of Medicine in Tulsa. She is also a graduate of the Executive Career Field Candidate Development Program, Class of 2007.



Bryan Matthews, MBA, was appointed as the Associate Director on Jan. 31, 2010. As Associate Director, he serves as the facility's chief operating officer charged with day-to-day operations and management of the facility's \$200 million annual budget and has direct responsibility for Logistics Service, Business Office, Canteen, Education, Facilities Management, Fiscal, Human Resources, Nutrition and Food, Police and Voluntary Services.

Mr. Matthews is a graduate of the University of Maryland and received his master's degree in Healthcare Management from the University of Phoenix. He is currently a member of the 2010 Executive Career Field Career Development Program.



Bonnie Pierce, MSN, RN, was appointed Associate Director of Patient Care Services on September 2, 2008. As Nurse Executive, Ms. Pierce is responsible for the clinical and administrative operations of inpatient nursing and for the Nursing Standards of Care and Practice in clinical units throughout the medical center.

Ms. Pierce received her diploma in Nursing from Methodist Hospital School of Nursing and her bachelor's and master's degree in Nursing from California State University Dominguez Hills, located in Carson, CA. She is actively engaged in pursuit of a doctorate degree in Organizational Change at Pepperdine University in Los Angeles, CA.

*Veteran Centric
Results Driven
Forward Thinking*

2010

Scott Chesney

Scott Chesney, ambassador for The Christopher and Dana Reeve Foundation on Paralysis, visited the facility in August and gave a presentation about living with paralysis.

Mobile Surgery Units

Patients experience a “real hospital” environment

The medical center is currently undergoing a major construction project with a \$3.2 million renovation of Surgery Service, which is located on the third floor of Building 1. But before the project could begin, space had to be found so Veterans could continue to have their surgeries performed in Muskogee.

The answers were found in two Mobile Surgery Units (MSUs), which arrived in April. The units, each weighing 50,000 lbs., are located at the north end

of the medical center and are stand-alone, high-tech operating suites that are self-contained and have been in use worldwide since 1996. They offer sterile surgical space in wartime, natural disasters and at U.S. hospitals during construction projects. Clinical staff and patients experience a “real hospital” environment with the modern equipment, lighting and a seamless transition to the main building.

Surgeries began in the MSUs in May and the Surgery Service renovation is expected to be complete in March 2011.

Veteran Centric



Ex-POW Recognition Day

JCMVAMC hosted the annual Ex-POW Recognition Day Program in April for approximately 100 former Prisoners of War (Ex-POW), widows of Ex-POWs, and their family members. Guest speaker was Maj. Gen. LaRita Aragon, former Air National Guard Assistant to the Deputy Chief of Staff for Staff Manpower and Personnel and highest ranking female officer in Oklahoma.

Canteen of the Year

The Veterans Canteen Service was named Canteen of the Year for 2010. Muskogee was 1 of 18 canteens selected for this award chosen from 172 locations. On top of this award, Muskogee received

two other prestigious awards - Highest Food Sales Increase and Highest Overall Sales Increase. The Canteen had a 27.55% increase in total sales for 2009, as well as the largest sales increase (33.29% increase).



More than \$13,000 was raised by Veterans' service organizations, businesses and individual donors during the Ride for the Vets poker run Sept. 25. The event, organized by volunteer Laurie Thomas and Voluntary Service intern Reggie Hardy, had approximately 110 motorcycle riders participate. The event began at the Ernest Childers VA Outpatient Clinic in Tulsa and went through Claremore, Pryor, Wagoner and ended in Muskogee. Voluntary Service will use the money to buy comfort items such as toiletries, socks, warm clothes, and other Veterans' needs, as well as for a 'Valentines for Veterans' Concert in February 2011.





Vinita CBOC Opens

Jack C. Montgomery VA Medical Center opened its third community-based outpatient clinic (CBOC) in Vinita, OK in November. Located 1½ hours from Muskogee, the Vinita CBOC will be able to provide healthcare to approximately 4,200 Veterans who

live in Craig, Mayes, Nowata, Ottawa and Rogers counties. The 10,000-square-foot leased building houses primary care, behavioral medicine, social work, home-based primary care, teleretinal imaging and lab. The clinic is staffed with 25 VA employees.



Parking Improvements

Parking continues to be a challenge at the Jack C. Montgomery VA Medical Center. In FY10, the hospital received stimulus funds to be used for additional parking. In order to begin the construction, employee parking had to be diverted to off site locations to allow Veterans plenty of parking. Shuttle busses were used to transport employees to and from the parking area to the hospital. Upon completion in FY11, the project will add 110 more parking spaces.

Emergency Department Remodel Complete

Three Phases of needed improvements

Construction was in full force at the medical center. The Emergency Department began a 9-month remodel in FY09 and was completed in March 2010. The project was planned in three phases so work could continue throughout the construction.

Phase 1 consisted of a new nursing station, nourishment center and nine patient rooms. Phase 2 included physician

offices, two observation beds, a medicine room, and the main ED entrance.

Phase 3 began in December 2009 and consisted of an additional exam room, isolation room, two restrooms, employee breakroom, SPD storage room, housekeeping closet, interview areas for the Administrative Officer on Duty (AOD) and check-in area, along with a Doctors On Call area.





Eye Clinic move complete

Improving Veteran access

The Eye Clinic was relocated to the first floor of Building 1 in March. The new location makes it easier for Veterans to find and reduces the amount of walking back and forth from waiting areas and exam rooms in the previous space. It was previously located on the third floor.

Although the clinic did not increase the number of exam rooms, the rooms are more spacious and have a lot more storage space.

One improvement is a new room inside the clinic area for patients to wait while their eyes are dilated.

Another new feature for the Eye

Clinic is the wheelchair accessible room. Patients who cannot move easily from their wheelchair can now use this room where the built-in exam chair can be adjusted to move back and allow the patient's wheelchair to take its place.

The Eye Clinic sees approximately 40 patients a day in Muskogee and consists of three optometrists, two optometry residents, two optometry technicians, teleretinal imager, VIST coordinator, Technical Career Field intern, and blind rehab outpatient specialist. Numerous optometry students also rotate through the clinic.

Performance Measures

In the top 10 nationally

In Fiscal Year (FY) 2010, Jack C. Montgomery VA Medical Center made great strides to improve the quality of healthcare. The medical center met 97 percent of all critical performance measures in FY10, which

was an increase from 78 percent in FY09. JCMVAMC also achieved 90 percent of the non-critical measures, which put the medical center in the top 10 of all VA medical centers. Yet another example of our veteran centric focus.

97%

Veteran Centric

Volunteers *Special people that make a big difference*



Volunteers are a valuable part of the Jack C. Montgomery VA Medical Center. In FY10, 436 volunteers donated 64,530 hours to the facility and its outpatient clinics, which saved \$1.3 million in salary costs alone. This is equal to 32 full time employees!

FY10 was a good year for donations as well. Voluntary Service collected \$35,834 in monetary donations, which was a 26% increase over FY09. Non-monetary donations totaled \$180,147, which included replacing two Disabled American Veterans Transportation Network (DAV) vans and receiving two other vans for the new Veterans Transportation Service.

Speaking of DAV, which operates through Voluntary Service, they transported 16,430 Veterans from their homes to the medical center and its outpatient clinics in FY10. A total of 102 DAV volunteers drove approximately 430,000 miles and logged just over 25,000 hours.

Voluntary Service also coordinated 22 blood drives resulting in a total of 679 pints of blood donated to the Oklahoma Blood Institute. For every five pints of blood donated, the medical center received one pint of blood to be used for Veterans. This equated to 135 pints of blood given back to the medical center at a cost savings of \$30,173!

Hosted Red Cross Dinners for Military Members & Families



The American Red Cross received a \$50,000 grant for Services to the Armed Forces, which provides funding for four programs at our medical center. One of those is the Military Appreciation Dinner held once a month. It provides a free meal and a chance for current military, Veterans and their families to reconnect. These have been very successful and have had such prominent speakers such as Attorney General Drew Edmondson.



National Systems Redesign Award

Number two in the nation

Systems Redesign Program

In FY 2010, the Systems Redesign program utilized the second year funds of a three-year \$1.5 million grant. With these funds the Systems Redesign Program was able to support two new staff members and complete an array of projects throughout the medical center. Projects included a fee team, telephone optimization, length of stay reduction, eye service, signage team, and bed turnaround.

In addition, the grant allowed the Systems Redesign staff to receive Lean Six Sigma Green Belt training, which uses change management skills and technical tools to solve problems. The team has since started projects using Lean Six Sigma that will continue into FY 2011. The grant also allowed the program to bring in outside trainers to educate select staff on lean principles and other off-site training to boost improvement capability.

Systems Redesign Champion Award in Administrative or Business Service

Jack C. Montgomery
VA Medical Center
Muskogee, Oklahoma
South Central VA Health
Care Network (VISN 16)

Team Members

Nan Haynes MS, RN
Executive Assistant to the Chief of Staff

Karen Gribbin
MD Chief of Staff

Marianne Baccus
Assistant Chief Business Office

Lee McLain Voucher
Examiner

Janet Buckmaster
Fee Service Supervisor

Debbie Perdue
Chief Quality and Performance
Improvement Service

Robert Wood
Chief Financial Officer, Fiscal Service

Vicki Rogers
Chief Business Office

Janet Manes DO
Physician Geriatrics and
Extended Care

Lindsey Allig
Administrative Officer
Geriatrics and Extended Care

The Jack C. Montgomery VA Medical Center was awarded second place in a National Systems Redesign contest sponsored by VA Central Office in Washington, D.C. The award was based on a process that was developed to better control fee costs. A team of employees looked at the process of requesting, approving, purchasing, and processing fee consults in the community. The productivity enhancements they implemented led to cost savings, as well as a reduction in work backlog. Changes included a 40% reduction in the amount of time it took from 'Consult' to 'Veteran's appointment date.' In addition, a \$3-5 million annual savings will be realized by adding a control that ensures clinical consults are used appropriately.



Cancer Care Accreditation

The Jack C. Montgomery VA Medical Center received full accreditation with six commendations from the American College of Surgeons Commission on Cancer (CoC) in August 2010. Applying for and maintaining this accreditation is a voluntary commitment by the medical center that ensures patients will have access to the full scope of services required to diagnose, treat, rehabilitate, and support them and their families. The cancer program is able to continually evaluate its performance and take proactive corrective action when necessary. This continuous evaluation reaffirms the commitment of the program to provide quality cancer care.

As an accredited program, JCMVAMC receives notable benefits from the CoC such as:

- National recognition
- Organized care
- Quality improvement measures to benchmark from
- Data analysis that addresses important issues in cancer care
- Public awareness

The quality standards established by the CoC ensure that the Veteran is receiving:

- Comprehensive care including a complete range of state-of-the-art services and equipment
- A multidisciplinary team approach to coordinate the best available treatment options
- Information about ongoing cancer clinical trials and new treatment options
- Access to prevention and early detection programs, cancer education, and support services
- A cancer registry that offers lifelong patient follow-up
- Ongoing monitoring and improvements in cancer care
- Quality care, close to home

Veterans Treatment Court

Tulsa Veterans Treatment Court, which JCMVAMC helped establish in 2008, was designated as one of four National Mentor Courts for Veterans.

Wacky to Workable Idea Program

To promote the facility's motto of "Excellence Starts Here," an internal campaign for employees was launched called "Quest for Excellence." As employees, we are on a constant quest to provide safe and high quality healthcare to our Veterans. We also want employees to feel that they work for 'the employer of choice.' One initiative has been the development of an internal website for employees to be able to share their ideas that may help improve a process, perform more efficiently, or introduce a new program that benefits our Veterans. This site is called "Wacky to Workable Ideas" and can be found on the facility's Intranet page. Employees are asked to post any idea or suggestion. A committee then evaluates the ideas and lets the employee know if it will work or not.

Certificate of Recognition

Awarded to the Jack C. Montgomery VA Medical Center staff from the Assistant Secretary for Human Resources and Administration for recognition of the accomplishments achieved through the application of the principles of the Change Academy.



Change Academy

Leaders as Change Champions

A key part of the facility's Quest for Excellence was the investment to train both leadership and staff and give all employees the skills to both understand and facilitate change.

A total of 92 service chiefs, supervisors, and program managers attended a one-week training seminar in Tulsa called Leaders as Change Champions in October. Several new initiatives were adopted as a result of the training, which included a Comprehensive Space Plan, improving the Hiring Process, developing Online

Supervisor Support, improving Hand-offs from Inpatient to Outpatient, and creating Employer of Choice Initiatives.

However, facility leadership ultimately wanted change to be initiated not from the top but from the bottom. This resulted in the Change Academy, which was attended by more than 600 employees, the first of its kind for any VA medical center. An instrumental part of change is the need for frontline employees to use the skills they learned during the Change Academy and to make suggestions for improvement.

Pastoral Care for OEF/OIF Veterans

Chaplain Service hosted an all-day workshop in September for approximately 80 area pastors who will be helping new Veterans returning from Operation Enduring and Iraqi Freedom.



Forward Thinking

Crisis Call Center

A new crisis call center opened in December. It is staffed by three registered nurses (RNs) who are specifically trained in psychiatric nursing. They are trained to respond to calls from Veterans who are dealing with an emotional crisis. They also make follow-up calls to high risk patients who cancel or do not show up for their appointment, or who leave the medical center against medical advice.

The call center is currently open from 6:30 a.m. to 11 p.m. Monday through Friday, but plans to operate 24 hours a day in 2011. On weekends and after hours, local VA staff and/or counselors at the National Suicide Prevention Lifeline will assist with crisis calls from local Veterans.



Transportation Service for Veterans

The JCMVAMC was chosen as one of four pilot sites for a brand new VA program called the Veterans Transportation Service (VTS) in 2009. The program has been created to improve access to rural Veterans who are home-based primary care patients, spinal cord injury patients or have mental health follow-up appointments. VTS, which will begin in February 2011, will consist of 15 staff made up of registered nurses, schedulers, drivers and escorts, and also include the Crisis Call Center. Transportation will be provided by two 16-passenger busses and two 12-passenger vans.



External Awareness Campaign

Increasing our public perception

New Motto

In an effort to foster an atmosphere of excellence, a motto was created – Excellence Starts Here. The Medical Center Director also added his personal welcome message to the main hospital's telephone line



Electronic Bulletin Boards

(Communication Stations)

Six Communication Stations were installed throughout the main hospital and outpatient clinic in Tulsa. These message boards are placed strategically in areas where several hundred Veterans and employees see important messages about VA's health programs and initiatives.

Banners

Continuing the Director's vision of presenting a positive impression to Veterans and visitors was the implementation of the new light pole banners in Muskogee. These custom designed banners create a welcoming atmosphere at the medical center.



Advertising

In addition to the banners, the Jack C. Montgomery VAMC is using advertising as part of its awareness campaign to let the community know that the VA is here to serve Veterans. Shown above is a billboard located on the Creek Turnpike in Tulsa and the same ad campaign is being used in two movie theaters in Tulsa as well. The ad will also appear as electronic signage in two baggage claim areas at the Tulsa International Airport in January 2011.



New Employee Orientation books redesigned

A picture of the Doughboy, which stands proudly at the south entrance of the hospital, was used to instill a sense of pride in our new employees. A reminder of the heroes they will be serving every day.



Brochures

New brochures were developed to promote the medical center's new image along with the new motto.



New Mission and Vision Statement

A new Mission and Vision statement were developed by senior leaders at the facility's Strategic Planning Retreat in August.

FY10 Statistics

Numbers that make a difference

More Vital Statistics

The Jack C. Montgomery VA Medical Center serves 25 counties in eastern Oklahoma with approximately 45,000 veterans enrolled. The medical center operates an outpatient clinic at the Muskogee facility and community based outpatient clinics in Tulsa, Hartshorne, and Vinita, OK. The medical center has 28 active health professional training affiliations including an affiliation with the University of Oklahoma at Tulsa. The medical center also supports the National Cemetery in Fort Gibson and Tulsa Vet Center.

Outpatient Visits	
Muskogee	225,435
Tulsa	136,128
Hartshorne	6,670
Vinita	7,524
Total Outpatient Visits	375,757

Inpatients Treated	
Total Inpatients Treated	5,102
Operating Beds	
4 East	32
4 West	32
ICU	11
Hospice	7
Inpatient Behavioral Health	14
Inpatient Rehab	15
Total Operating Beds	111

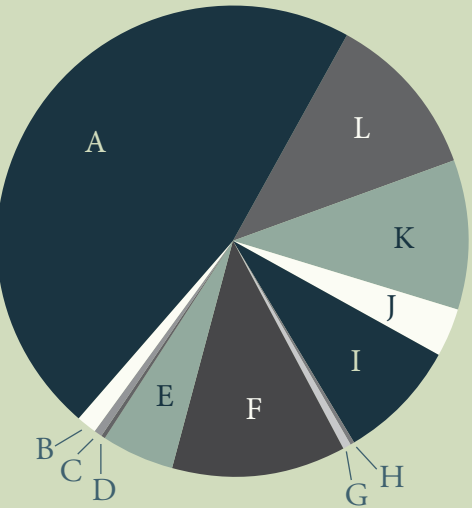
Total Uniques*	35,946
Muskogee	34,659
Tulsa	19,528
Hartshorne	1,594
Vinita	1,804

Total Medical Care Collections Fund	
	\$17,049,525

Medical Care Budget	
	\$213,101,006

Total Number of Employees	1,085
Voluntary Service	
Total Volunteers	436
Total Gifts and Donations	\$215,981

Obligated Amounts and Collections		
A	Salaries	99,937,256
B	Equipment	2,930,043
C	Projects	1,117,889
D	Vet Center	521,007
E	Prosthetics	10,422,093
F	Fee	25,915,053
G	Trav/Trng	877,293
H	IT Programs	807,214
I	State Homes	17,482,439
J	Pharmacy	7,268,356
K	CMOP	21,889,143
L	Other Control Points	23,933,220
Total		\$213,101,006



*Single Veteran receiving healthcare at a single location



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